



Senior Transportation Officer Qualification Course

Modular Force Structure

Motivator

In this lesson, you will learn about the events and challenges that have brought about the Army's Modular Force, one of the most significant changes the Army has undergone since the 1960s with the Reorganizations of the Army Division (ROAD) actions.

Due to the protracted conflicts we are facing against adaptive adversaries, our challenge is to conduct full-spectrum operations - everything from humanitarian relief to major combat operations, with the goal of being an agile, aware, and adaptive force in order to provide Combatant Commanders with versatile land power.

As a Senior Transportation Officer, your understanding of the Modular Army concept will enable you to provide the leadership required to complete the varied transportation missions within an ever-changing operational environment.

Change is an ever-present companion within our Armed Forces, due to the nature of persistent conflicts found throughout the globe.

The Modular transformation of the United States Army is designed to meet such current and future operational requirements.

MOTIVATOR



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Lead-in

The U.S. Army has been committed to a series of asymmetrical conflicts that have intensified since the homeland was attacked on September 11th, 2001.

Army Modular transformation focuses on providing flexible and responsive strategies and tactics to deal with unconventional warfare, with the goal of increasing warfighter capabilities to individual combatant force commanders.

Modular forces are more relevant to Regional Combatant Commanders (RCCs) and generate versatile combat power with units that are:

- More self-contained, sustainable, lethal force packages
- Organized with capabilities for the full range of missions
- Truly joint interdependent - a trained and ready member of the joint force
- Comprised of adaptive, competent, and confident Soldiers and leaders

LEAD-IN



Brigade

Signal	MP/Security Chemical	Logistics
Fires	Intelligence	Engineer
Combined Arms	Armed Recon	Combined Arms



The United States Army has become increasingly involved in ambiguous conflicts involving non-state adversaries operating in complex environments, and the scope of operations has intensified since the homeland was attacked on September 11th, 2001.

Since that attack, U.S. Army and joint forces have deployed repeatedly for conventional and irregular warfare, and on missions as different as non-combatant evacuation, peacekeeping, and homeland security.

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The Strategic Context for Modular Transformation

We are a nation at odds with radical entities with irreconcilable ideas, so this is going to be a prolonged period of conflict for the U.S., with great uncertainty about the nature and location of that conflict.

Political and cultural/ethnic conflicts within Bosnia, Kosovo, and recent relief efforts in Haiti illustrated the need for a strategic shift in how U.S. forces move.

We must be able to defuse crises, respond rapidly to humanitarian assistance /disaster relief (HA/DR) events, and confront aggression early to prevent escalation and limit damage.

Therefore, we need flexible, rapidly deployable forces and sufficient depth and strength to sustain multiple, simultaneous operations anywhere in the world.

So what are our challenges?



Today's operational environment demands an agile, flexible force, able to quickly adapt to an enemy that doesn't follow any civilized rules of warfare.

This strategic context compels U.S. forces to adopt an expeditionary mindset, and the capability to deploy quickly in response to aggression or natural disasters.

Such expeditionary deployments require different support structures than were suitable during the Cold War.

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Challenges for U.S. Forces

Some of the challenges our strategic planners had to consider include:

- Catastrophic challenges involving the acquisition, possession, and use of weapons of mass destruction.
- Irregular challenges from enemies employing unconventional methods to counter the traditional advantages of stronger opponents.
- Disruptive challenges from adversaries and enemies who develop and use breakthrough technologies to negate current U.S. advantages in key operational domains.
- Conventional Force-on-Force conflicts are still possible.
- An enormous pool of potential combatants armed with irreconcilable ideas.
- Our homeland is part of the battlespace.



U.S. Army strategic planners had to consider and address several challenges that included: Catastrophic challenges involving the enemies' acquisition, possession, and use of weapons of mass destruction.

Irregular challenges from enemies employing unconventional methods to counter the traditional advantages of stronger opponents.

Disruptive challenges from adversaries and enemies who develop and use breakthrough technologies to negate current U.S. advantages in key operational domains.

Conventional Force-on-Force conflicts are still possible. There is an enormous pool of potential combatants armed with irreconcilable ideas. Our homeland is part of the battlespace.

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Terrorist Expansionism

Osama bin Laden's al Qaeda terror network, based in Afghanistan, is believed to operate clandestinely in more than sixty nations.



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Why the Transformation?

The purpose of the Army Modular Force is to create units that are organized and fully trained to accomplish multiple missions simultaneously.

These simultaneous missions are proving to be both difficult and demanding.

U.S. Forces find themselves in complex terrain (urban and densely populated civilian areas), and are often required to conduct security and reconstruction activities while being prepared to immediately return to combat operations.



In September 2003, shortly after becoming the Army's Chief of Staff, General Peter Schoomaker directed the Army to focus thought on several key areas. One of his "focus areas" was "Modularity."

Modularity provides a force design that aids and enhances the Army's ability to rapidly respond to a wide range of contingencies, with a force possessing specific functions and capabilities, while deploying a minimum of troops and equipment.

Select the Journal icon for additional information. When you are finished, select the Next arrow to continue.

Journal Narration:

General Peter Schoomaker testifying before Congress on December 2006.

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Goals of Modular Conversion

The Modular Army conversion effort has several goals to include:

- Provide increased combat power
- Allow for flexibility in selecting the right mix of units/headquarters
- Move from a Division-based to Brigade-based Army to:
 - Create a larger pool of available forces to support ongoing operations
 - Create a capabilities-based Army that is more powerful, flexible, and rapidly deployable
 - Increase available training time
 - Enable stable and predictable deployment schedules
- Utilize Modular supporting brigades such as Aviation, Fires, and Sustainment
- Streamlining command levels headquarters to become more versatile and efficient



Several goals of the Modular Army conversion effort are listed. Your transportation mission greatly enhances this effort.

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Division to Brigade-Centric

In 2003, the Army implemented a fundamental shift toward a Brigade-based force. This transformation of the Army resulted in a stand-alone Division and Corps Headquarters.

Divisions are the Army's primary tactical warfighting headquarters. Their principal task is:

- Directing subordinate brigade operations
- Exercising command and control over any mix of brigades
- Serving as a joint task force or land component command headquarters for small contingencies

Brigade combat teams (BCTs), modular support brigades, and functional brigades are pooled for use as part of expeditionary force packages that enhance the flexibility and responsiveness of the Army.

In 2003, the Army implemented a fundamental shift toward a Brigade-based force. The combined arms brigade combat teams became the centerpiece for Army maneuver.

They attach to a higher echelon headquarters: Theater Army, Corps, and Division as part of a force-tailored formation based on operational requirements.

Division

Division Cav (Recon)		Signal
Field Artillery	Division Troops	Chemical
Military Police		
Intelligence	Aviation	Logistics Support
Engineers		
Armor Brigade	Mechanized Brigade	Armor Brigade

Brigade

Signal	MP/Security	Logistics
	Chemical	
Fires	Intelligence	Engineer
Combined Arms	Armed Recon	Combined Arms

Aviation	Sustainment	Fires	Battlefield Surveillance	Maneuver Enhancement
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Brigade Combat Teams

The foundation of the modular force is the creation of modular brigade combat teams; combat maneuver brigades that have a common organizational design and increases the rotational pool of ready units.

The Army's conversion to a modular force encompasses the Army's total force components to include:

- Active Army
- Army National Guard
- Army Reserve

By 2011, the Army plans to have reconfigured its total force to include active and reserve components and headquarters, combat, and support units into the modular design.

This conversion directly affects not only the Army's combat units, but related command and support organizations.

A key to the Army's new modular force design, is embedding within brigade combat teams, battalion-sized reconnaissance, logistics, and other support units that previously made up parts of division-level and higher-level command and support organizations.

This allows the brigades to operate independently. Modular combat brigades have one of three standard designs: Infantry, Heavy, and Stryker brigade combat teams.

Division

Division Cav (Recon)		Signal	
Field Artillery	Division Troops	Chemical	
Military Police			
Intelligence	Aviation	Logistics Support	
Engineers			
Armor Brigade	Mechanized Brigade	Armor Brigade	

Brigade

Signal	MP/Security	Logistics
	Chemical	
Fires	Intelligence	Engineer
Combined Arms	Armed Recon	Combined Arms

Aviation	Sustainment	Fires	Battlefield Surveillance	Maneuver Enhancement
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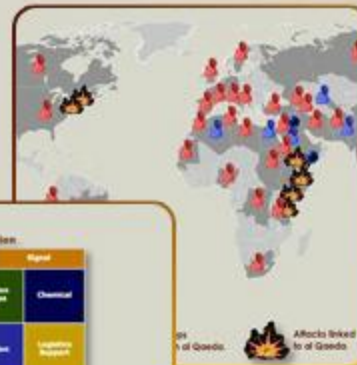
Key Points

The following key points were discussed to include the Modular Force Structure transformation:

- Strategic Context
- Challenges for U.S. Forces
- Goals of Modular Conversion
- Division to Brigade-Centric movement
- Brigade combat teams

You have learned the strategic reasons for modular transformation and the goals it seeks to achieve.

KEY POINTS





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Quick Challenge

QUICK CHALLENGE



Identify a goal of the Modular U.S. Army conversion process.

Select the best answer and then select Submit.

- A. Provide increased combat power
- B. Enable USTRANSCOM to control strategic movement
- C. Develop a Division-based maneuver center of excellence
- D. Avoid a centralized command structure environment



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Quick Challenge

QUICK CHALLENGE



Identify a challenge for U.S. Forces that resulted in the Modular Transformation.

Select the best answer and then select Submit.

- A. Our homeland is not part of the battlespace.
- B. Conventional Force-on-Force conflicts are not likely.
- C. Disruptive challenges from adversaries and enemies who develop and use breakthrough technologies to negate current U.S. advantages in key operational domains.
- D. Potential enemies are relatively small in numbers.
- E. Catastrophic challenges involving the acquisition, possession, and use of conventional weapons.

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Division Echelon and Above

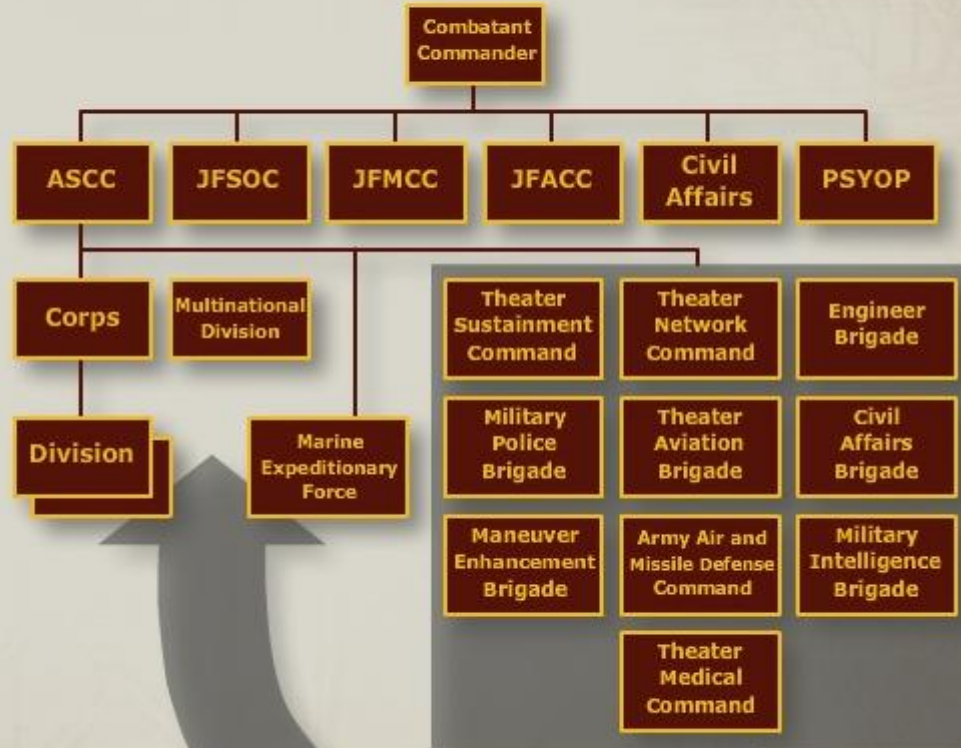
The Army of Excellence structure has evolved into the three modular headquarters organizations:

- Theater Army
- Corps
- Division

All three headquarters are modular entities designed as stand-alone headquarters, unconstrained by a fixed formation of subordinate units.

While three types of modular headquarters exist, the Army forces they control are organized for two broad echelons: theater and tactical.

Theater Army is the doctrinal name for the Army Service Component Command (ASCC), which focuses on combatant command-level landpower employment and serves as the primary vehicle for Army support to Army, joint, interagency, intergovernmental, and multinational forces within a combatant commander's area of responsibility.



The Army of Excellence structure has evolved into three modular headquarters organizations: Theater Army, Corps, and Division.

The doctrinal name for the Army Service Component Command of a geographic combatant command is Theater Army.

Study the Combatant Commander Theater Army example displayed on screen.

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Theater Army

An array of theater-level forces may be assigned, attached, or given operational control (OPCON) to a Theater Army headquarters.

Each Theater Army headquarters normally has organizations providing theater-level capabilities aligned with it or under its control.

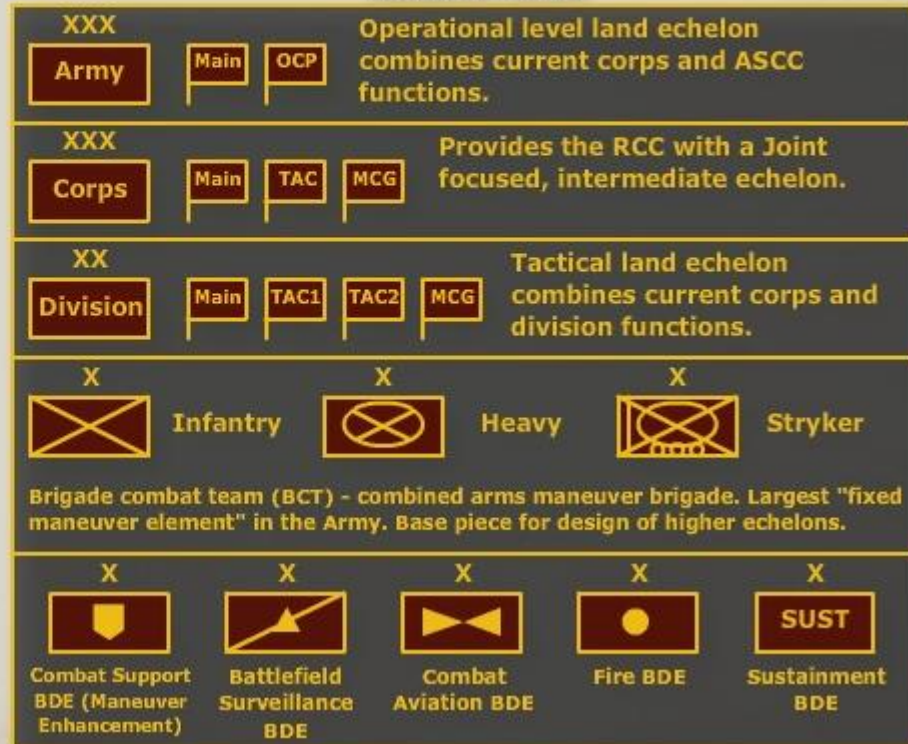
These organizations include:

- Theater Sustainment Command
- Military Intelligence brigade
- Theater network command or brigade
- Regionally focused civil affairs brigade or planning team
- Regionally focused medical command
- Regionally focused air and missile defense command

The Theater Army headquarters continues to perform area of responsibility-wide functions in addition to its operational responsibilities.

These functions include reception, staging, onward movement, and integration; logistics over-the-shore operations; and security coordination.

Modular Army



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Theater Army Functional Commands

When the Theater Army is the land component command for major combat operations, several functional commands may augment it.

These commands can include:

- Engineer
- Military police
- Criminal investigation
- Aviation

These commands consist of units from the Regular Army, Army National Guard, and U.S. Army Reserve.

When the Theater Army is the land component command for major combat operations, several functional commands may augment it.



Theater Army Functional Brigades Support



Stage Crisis:
 • Master Buttrick Bombing, Lebanon
 Official kidnapped and murdered, Lebanon
 King, U.S. soldier murdered
 • Hijacking, American kidnapped
 Kidnapped and murdered, Lebanon
 • Daid, Italy
 • de Condes Bombing
 • Evaluation attacked, Saudi Arabia
 • Lebanon terrorist attacks murder
 • Beirut Bombing, Saudi Arabia
 • de Bombing Beirut Attack
 • Bombing, Kenya & Tanzania
 • de Scanning, Yemen
 • de Bombing Beirut
 • de Condes, Portugal

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Commander's mission.

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Corps

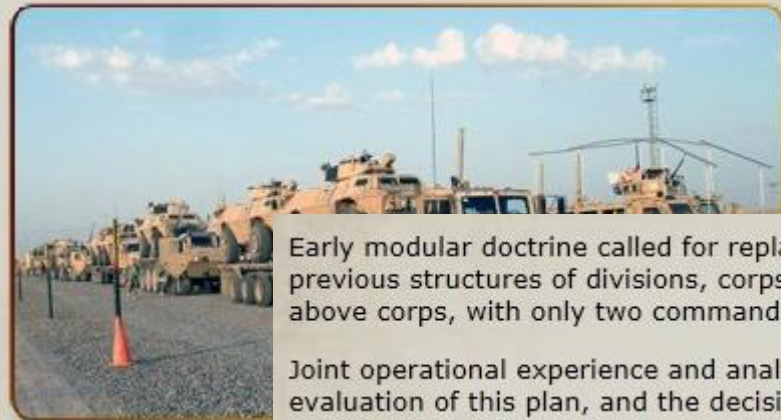
Large land forces require an intermediate echelon or corps between the divisions that control brigade combat teams (BCTs) and the Theater Army serving as the land component command.

Other factors requiring an intermediate headquarters may include:

- The mission's complexity
- Multinational participation
- Span of control

When required, a corps may become an intermediate tactical headquarters under the land component command, with OPCON of multiple divisions or other large tactical formations that:

- Specializes in operations as a land component command headquarters
- Serves as a joint task force for contingencies
- Serves as an intermediate tactical headquarters within large groupings of land forces



Early modular doctrine called for replacement of the previous structures of divisions, corps, and echelons above corps, with only two command echelons.

Joint operational experience and analysis led to a re-evaluation of this plan, and the decision to retain the corps, as a three-star-level operational headquarters.

As an additional part of this transformation, the Army is also migrating capabilities previously found at corps and divisions, to brigade combat teams: the building block of combat forces in the Future Force.

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Divisions

Divisions are the Army's primary tactical warfighting headquarters. Their principal task is:

- Directing subordinate brigade operations
- Exercising command and control over any mix of brigades

A division's organic structure includes communications network, life support, and command post elements, which provides significant flexibility.

The important point is that division organizations vary for each operation.

However, for major combat operations, divisions should have at least one of each type of support brigade attached or OPCON to it.



Divisions can control up to six brigade combat teams in major combat operations.

In addition, each division controls a tailored array of modular support brigades and functional brigades.



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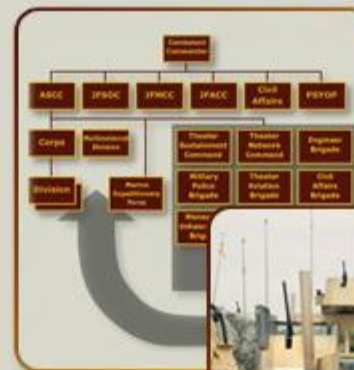
Modular Force Structure

Key Points

The following key points were discussed concerning the Modular Force Structure:

- The Division echelon and above commands
- Theater Army
- Theater Army Functional Brigades
- Support Sustainment Brigades
- Corps
- Division

KEY POINTS





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Modular Force Structure

Quick Challenge

QUICK CHALLENGE



Identify the theater-level force that may be assigned, attached, or given operational control (OPCON) to a Theater Army headquarters.

Select the best answer and then select Submit.

- A. Maneuver Enhancement Battalion
- B. Theater Sustainment Command
- C. CBRN company
- D. Centrally focused air and missile defense command
- E. Transportation Harbormaster Detachment



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Modular Force Structure

Quick Challenge

QUICK CHALLENGE



Identify a functional brigade that might be directly subordinate to the Theater Army.

Select the best answer and then select Submit.

- A. Cargo Transfer
- B. Engineer
- C. Theater Avionics
- D. Trailer Transfer Point
- E. Mortuary Affairs

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Brigade Combat Teams

As combined arms organizations, brigade combat teams (BCTs) form the basic building block of the Army's tactical formations and are the principal means of executing engagements.

Three standardized BCT designs exist:

- Heavy
- Infantry
- Stryker

Battalion-sized maneuver, fires, reconnaissance, and sustainment units are organic to BCTs.

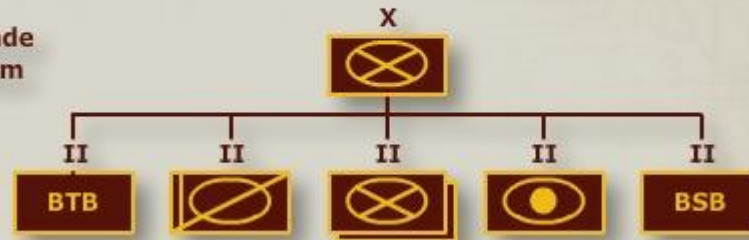
The Army plans to convert BCTs to very advanced combined arms formations equipped with the family of future combat systems, improving the strategic and operational reach of ground combat formations without sacrificing lethality or survivability.

All brigade combat teams are true modular organizations. They begin as a cohesive combined arms team that can be further task-organized.

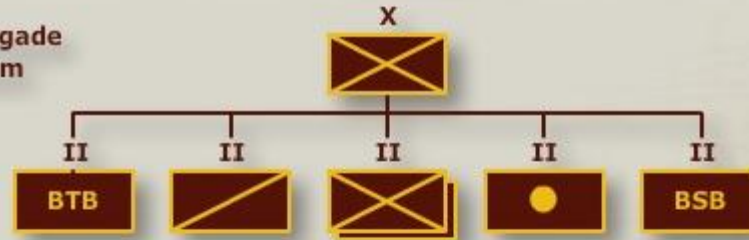
This organizational flexibility allows them to function across the spectrum of conflict.

The Army plans to grow to 48 active component BCTs, 28 reserve component BCTs, and approximately 225 support brigades.

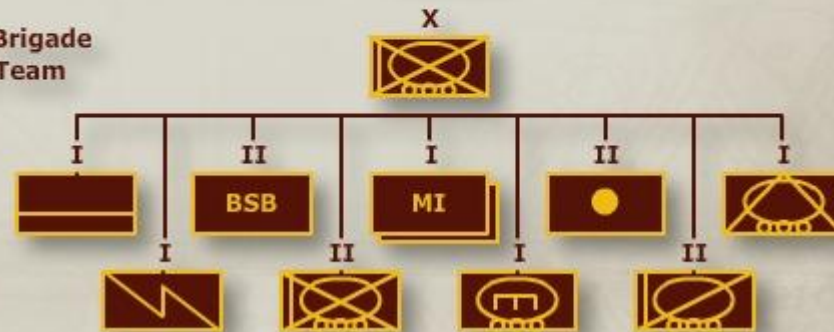
Heavy Brigade Combat Team



Infantry Brigade Combat Team



Stryker Brigade Combat Team



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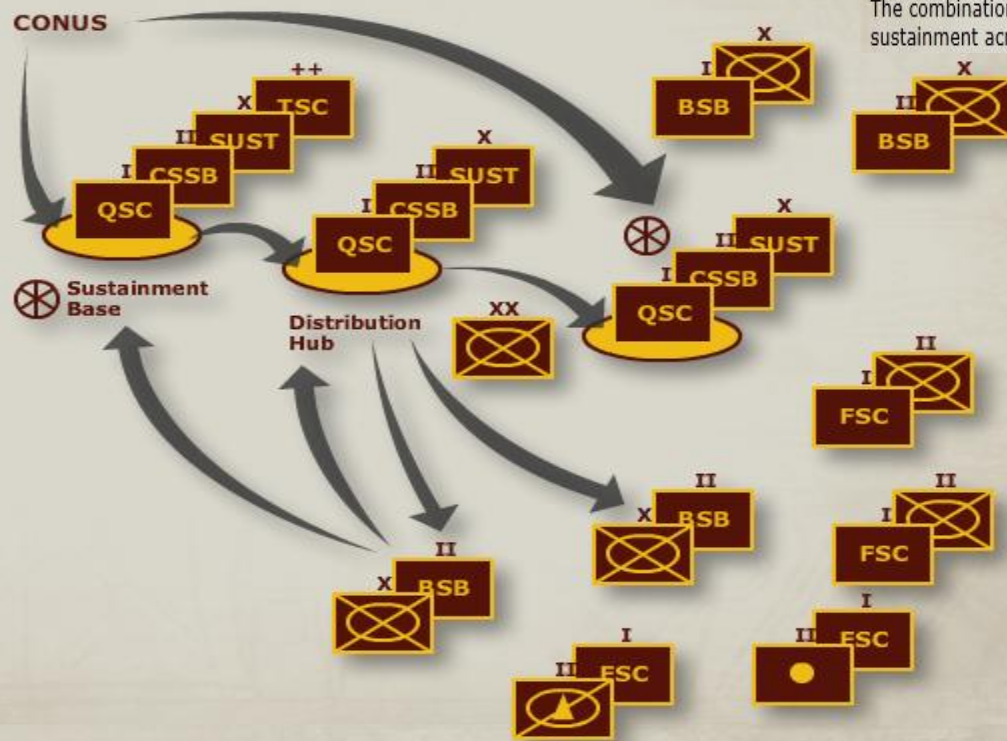
Combat Sustainment Support Battalion

In support of the Sustainment warfighting function, the Combat Sustainment Support Battalion (CSSB) is a tailored, multifunctional logistics organization, designed to be a flexible and responsive team that enables tailored logistics throughout their assigned AO, capable of adapting quickly to changing tactical conditions.

The CSSB subordinate elements may consist of functional companies providing supplies, ammunition, fuel, water, transportation, cargo transfer, mortuary affairs (MA), maintenance, field services, and human resources (HR) management.

Transportation assets of the CSSB provide mobility of personnel and all classes of supplies.

When the CSSB is assigned to a sustainment brigade tasked to provide theater distribution, it will be heavily weighted with transportation assets.



The CSSB is that entity of the sustainment brigade that provides the distribution link between theater base, APOD(s), SPODs, and the supported units.

The CSSB will augment Brigade Support Battalions (BSBs) with maintenance, transportation, and other logistical support as required.

The combination of BSBs and CSSBs will provide sustainment across the full spectrum of operations.

PERSONNEL

CAPABILITIES

Officer	Warrant Officer	Enlisted	Total
15	2	61	78

MISSION

To provide command and control and structure for assigned or attached units.

The combat support battalion:

- Provide command and control (C2) to subordinate units
- Plan and coordinate area logistics support
- Organic field feeding and maintenance
- Provide staff functions

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Brigade Support Battalion

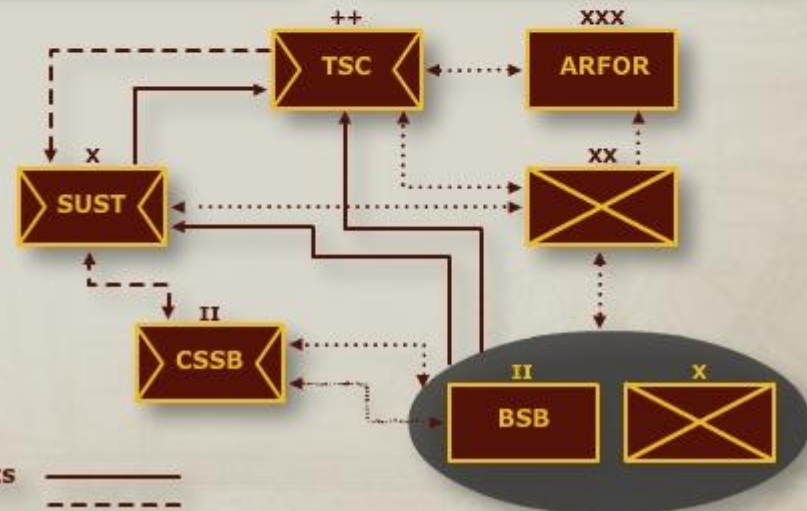
The Brigade Support Battalion (BSB) is the BCT's organic sustainment unit.

The BSB SPO manages sustainment and transportation staff and technical expertise is provided by the Transportation Section of the SPO.

This section conducts movement management of all brigade transportation assets, allocates brigade transportation assets, and coordinates for transportation support from other echelon/organizations for requirements that exceed brigade resources.

The BSB has four Forward Support Companies (FSCs), and three other companies in addition to its headquarters company.. The BSB companies are:

- Supply and distribution company
- Field maintenance company
- Brigade support medical company
- Forward support companies (x4)



Requirements —————
Directives - - - - -
Coordination
Replenishment —————

The brigade support battalion sustains the brigade commander's ability to fight battles and engagements by manning and arming tactical units; fixing and fueling their equipment; moving soldiers, equipment, and supplies; and sustaining soldiers and their systems.

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Forward Support Company

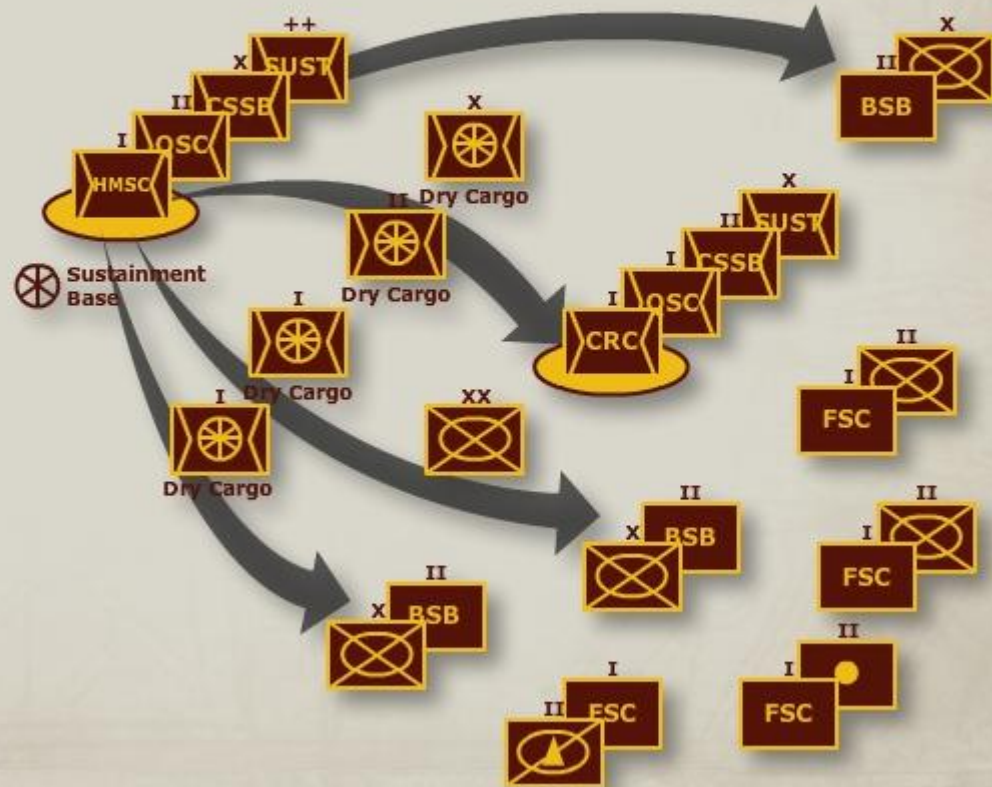
The BSB has distinct Forward Support Companies (FSCs) to support each combined arms battalion (CAB), fires battalion, and reconnaissance squadron (RS).

The FSC tasks include:

- Plans, directs, and supervises supply, distribution points, and field service support
- Daily receipt and issue of all classes of supply (less Class VIII) to the maneuver battalion
- Provides lift for Fuel, Water, Ammo and General supplies to maneuver battalion
- Provides Field Maintenance teams for supported maneuver battalions

The FSC has a distribution platoon and a maintenance platoon that support:

- Food (Class I) and water
- Fuel (Class III)
- Ammunition (Class V)
- Repair parts (Class IX)
- Maintenance and recovery



The Army is making great transformation progress as it moves to a brigade-centric organization, which includes creating forward support companies that provide logistics support to battalions and operate as subordinate units of that battalion.

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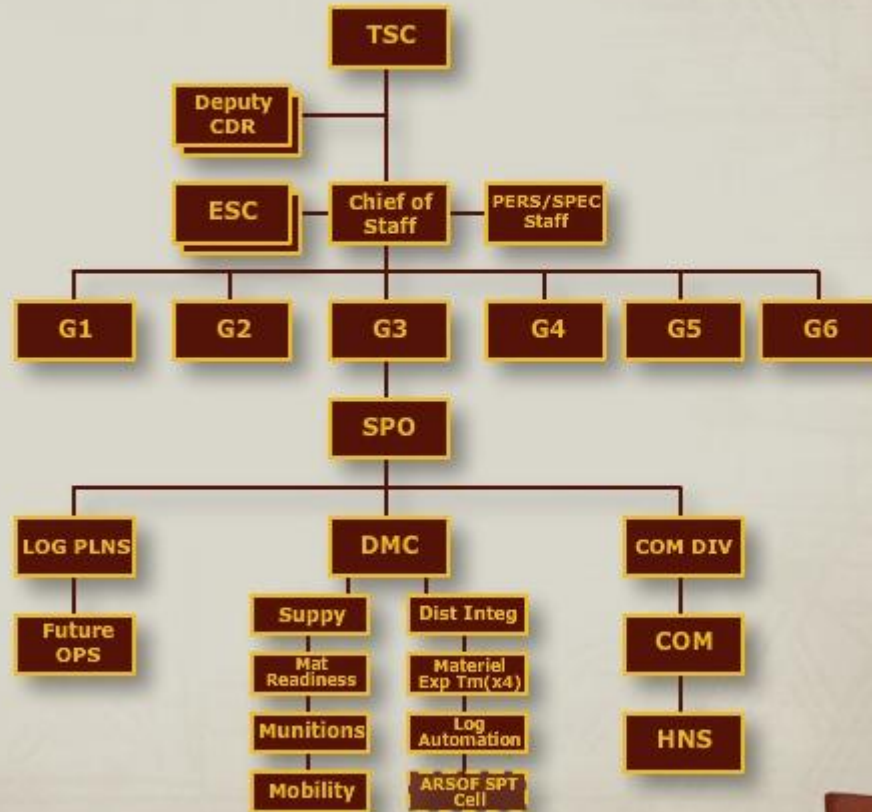


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The primary difference between a Theater Sustainment Command (TSC) and subordinate Expeditionary Sustainment Commands (ESCs) is the larger staff at the TSC level. TSC/ESC functions include the following:

- Conducts peacetime planning for logistics support of contingency operations
- Provides command and control of multifunctional sustainment brigades
- Directs theater-opening, deployment, and redeployment operations
- Directs maneuver sustainment operations
- Manages surface and air distribution systems
- Establishes support of logistics infrastructure
- Coordinates for Force Protection resources

Theater Sustainment Command



The Theater Sustainment Command and its subordinate Expeditionary Sustainment Commands, have the same basic operating structure.

Several Expeditionary Sustainment Commands are usually positioned in forward locations within the Area of Operations.

Normally, the Theater Army attaches the Sustainment Brigade to the TSC.

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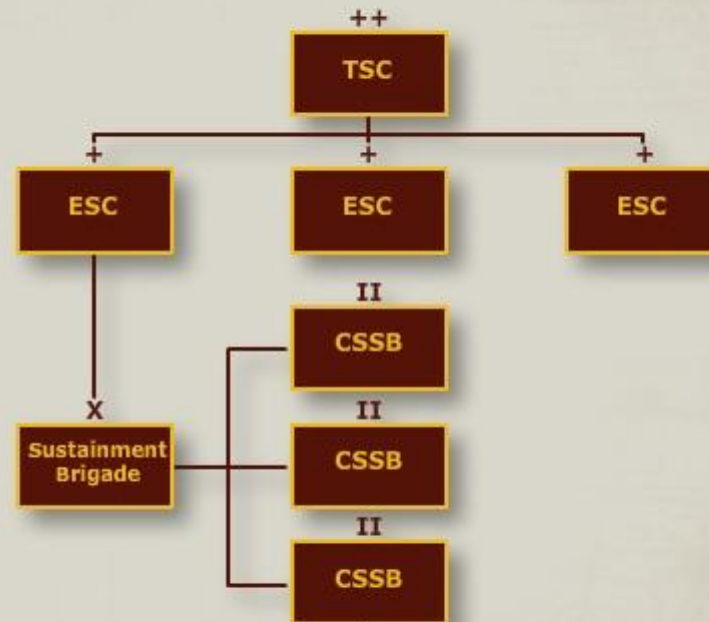
TSC Subordinate Organizations

The TSC is the central operational echelon that is responsible for C2 of theater opening (TO), theater distribution (TD), and sustainment operations conducted in support of Army and, on order, joint, interagency, and multinational forces.

Expeditionary Sustainment Commands (ESCs), attached to the TSC, provide an additional measure of responsiveness, agility, and flexibility for employment.

The Sustainment Brigade plans and executes sustainment, distribution, theater opening and reception, staging, and onward movement of Army forces in full spectrum operations as directed by the ESC/TSC.

The Combat Sustainment Support Battalion (CSSB) is the entity of the Sustainment Brigade that provides the distribution link between theater base, APOD(s), SPODs, and the supported units.



Within the operational environment, the distribution system relies on visibility and flexibility instead of mass.

These environments are likely to comprise difficult terrain, adverse climates, and adaptive enemies.

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Modular Support Brigades

The five types of modular support brigades that complement the brigade combat teams include the:

- Battlefield Surveillance Brigade
- Fires Brigade
- Combat Aviation Brigade
- Maneuver Enhancement Brigade
- Sustainment Brigade

The first four types of support brigades operate as part of a division-sized expeditionary force.

The Sustainment Brigade (under the TSC) provides either general or direct support to forces under the divisions.

Support brigades have the organic expertise to command and control various unit types.

For example, the Sustainment Brigade is designed to provide command and control for combat sustainment and combat sustainment support battalions. It can be adjusted in size to support anywhere from 1 to 10 brigade combat teams.

Select the Journal icon for additional information. When you are finished, select the Next arrow to continue.





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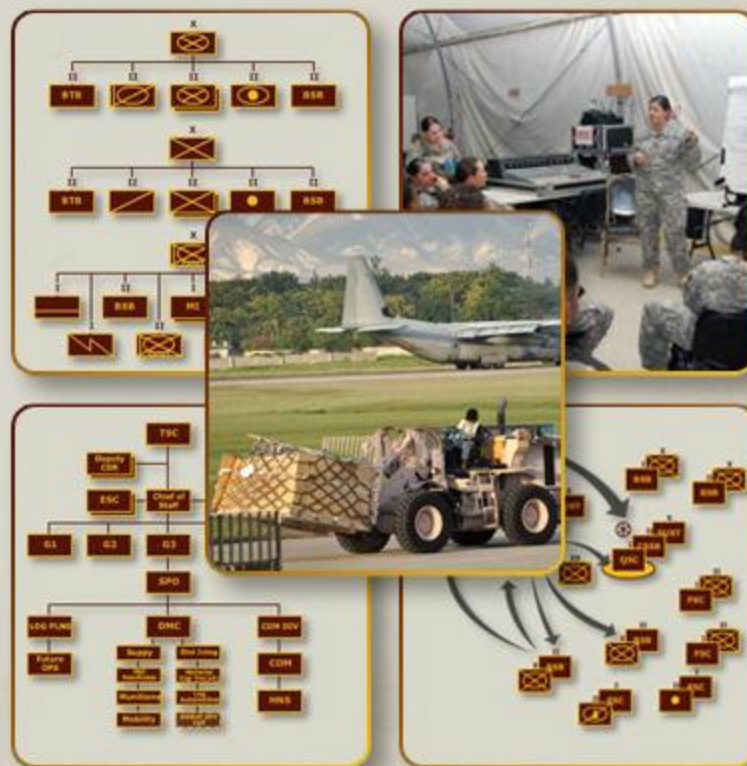
Modular Force Structure

Key Points

The following key points were discussed concerning the Modular Force Structure:

- Theater Sustainment Command and subordinate organizations
- Brigade Combat Teams
- Combat Sustainment Support Battalions
- Brigade Support Battalions
- Forward Support Companies
- Theater Sustainment Command and subordinate organizations

KEY POINTS





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Modular Force Structure

Quick Challenge

QUICK CHALLENGE



_____ form the basic building block of the Army's tactical formations and are the principal means of executing engagements.

Select the best answer and then select Submit.

- A. Functional Brigades
- B. Sustainment Brigades
- C. Brigade Combat Teams (BCTs)
- D. Maneuver Enhancement Battalions



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Quick Challenge

QUICK CHALLENGE



When the CSSB is assigned to a sustainment brigade tasked to provide theater distribution, it will be heavily weighted with_____.

Select the best answer and then select Submit.

- A. Materiel Handling Equipment assets
- B. Engineer assets
- C. Aviation assets
- D. transportation assets
- E. communications assets



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Modular Force Structure

Summary

In this lesson, you have learned that the modular Army transformation creates a flexible command and control headquarters for joint warfighting and major operations and also provides tactical-level operational battle command.

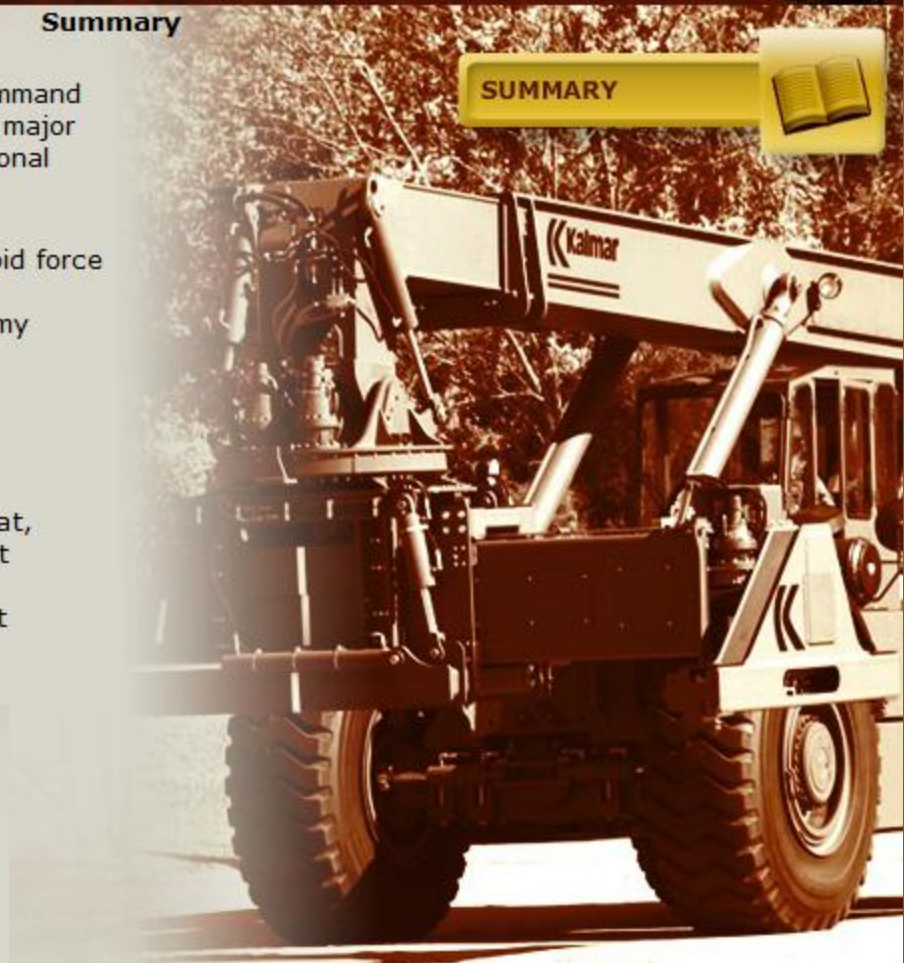
You have also learned that the BCT will enable rapid force packaging and response, and will enhance the expeditionary/campaign quality of Army operations by:

- Tailoring force structure to the mission.
- Providing a flexible land force.
- Supporting joint campaigns.
- Allowing rapid deployment of essential combat, combat support, and combat service support elements (personnel and equipment).
- Providing a relevant and ready force to meet challenges of the 21st century and beyond.

In this lesson, you have learned that the Army is transforming from a Division-based force to a modular, Brigade-based force, that provides the Force Commander strategic flexibility and a relevant, agile, and adaptable land force, tailored to the regional combatant commander's area of responsibility.

You also learned that modular unit designs, provide the means to effectively build required capabilities, as operational requirements change.

SUMMARY



Good luck on the assessment